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Housing Element

1999 – 2006

City of Monte Sereno

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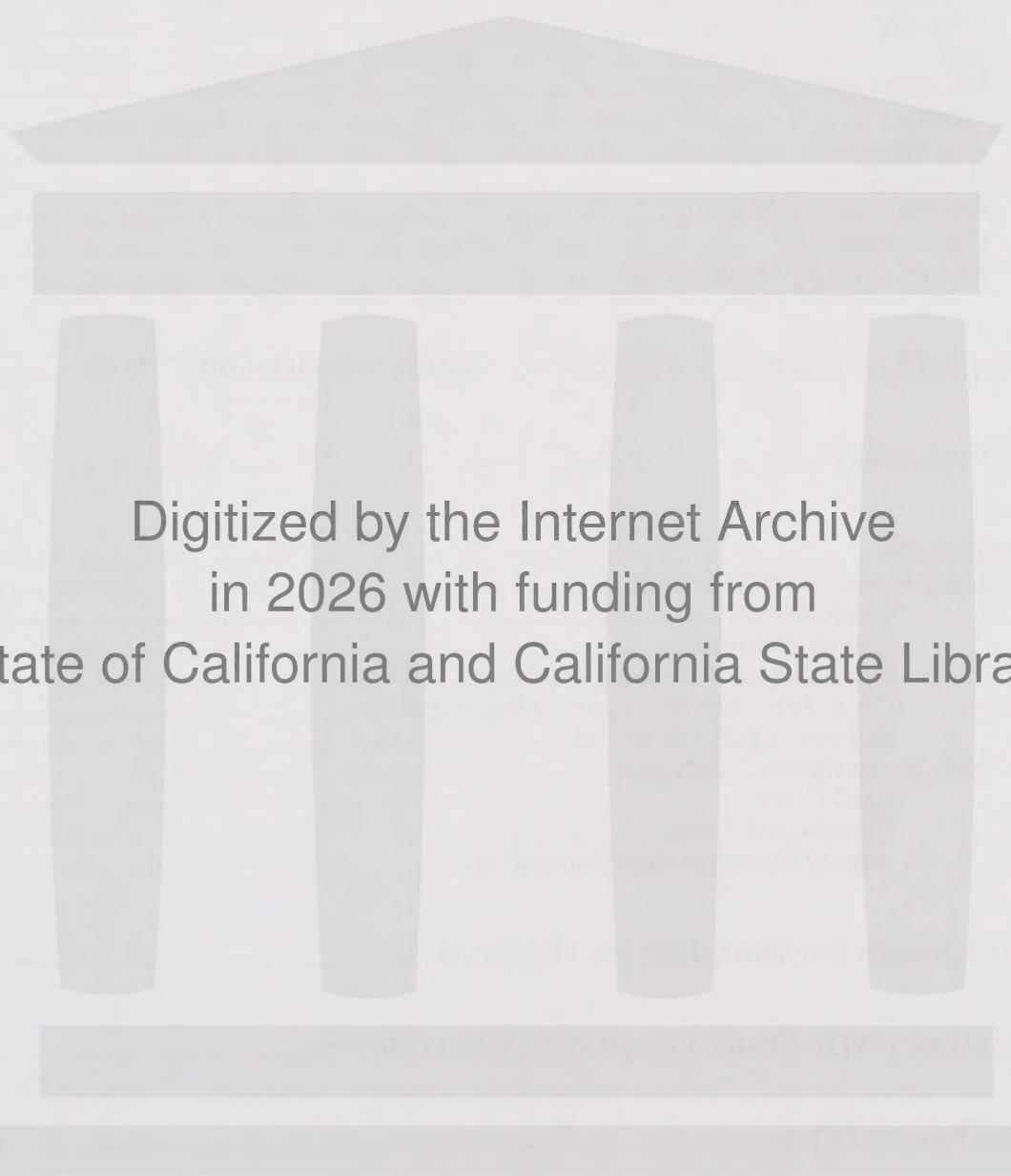
Crawford Multari & Clark Associates

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December 2002

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INTRODUCTION

California law (Government Article 10.6) requires that each city adopt a housing element as one of the seven required elements of the general plan. The State Legislature has found that "the availability of housing is of vital statewide importance, and the early attainment of decent housing and a suitable living environment for every California family is a priority of the highest order." (Government Code § 65580(a)). The housing element establishes policies and programs to facilitate and encourage the provision of safe, adequate housing for its current and future residents.

The housing element differs from the other required elements of the general plan, in that the State mandates that the element include specific information and analyzes population and housing trends. Also, unlike other general plan elements, the housing element must be submitted to the California State Department of Housing and Community Development (HCD) for review and certification. The required components of the housing element are:

- **Housing Needs Assessment and Quantified Objectives:** California law requires that the Department of Housing and Community Development project statewide housing needs, and then allocate the statewide need to each region in the State. HCD provided the regional need to the Association of Bay Area Governments (ABAG), which distributed the Regional Housing Needs Determination (RHND) for the 1999 to 2006 planning period to cities and counties within the ABAG region on March 15, 2001.

Monte Sereno (the City) must independently assess existing housing needs within the community through analyses of population characteristics, housing conditions, and special housing needs (i.e. disabled, elderly, etc.).

After the needs assessment is complete, the City must develop quantified objectives for new construction, rehabilitation, and conserved units by income category (i.e. very low, lower, moderate, and above moderate) to make sure that both the existing and the projected future housing needs are met, consistent with the City's share of the regional housing needs allocation.

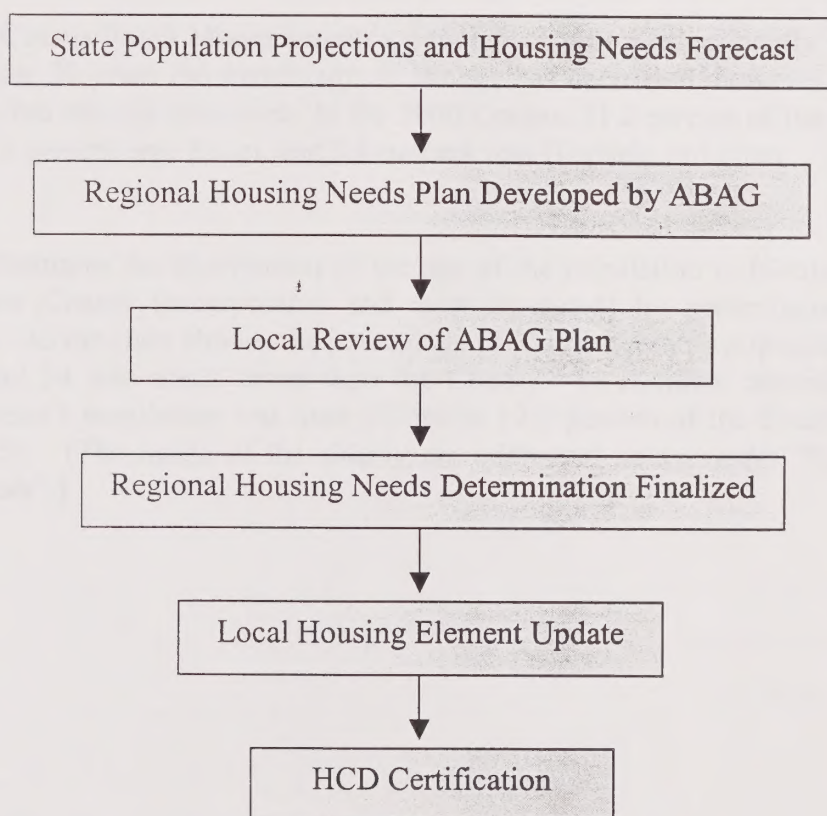
- **Conduct Land Inventory:** The City must compile relevant information on the zoning, acres, density ranges, availability of services and infrastructure, and dwelling unit capacity of sites that are suitable for residential development within the planning period.
- **Identify Governmental and Nongovernmental Constraints:** The City must identify and analyze impediments to the development of housing for all income levels.
- **Review the Previous Housing Element:** The City must review the actual results of the goals, objectives, policies and programs adopted in the previous housing

element, and analyze the differences between what was projected and what was achieved.

- **Develop Program of Actions:** The City must develop housing programs that meet the local housing goals and quantified objectives and fulfill HCD requirements.

As noted above, the housing element update process begins with HCD determining the statewide housing need. The process is complete when the City's Housing Element receives HCD certification. Figure 1 shows the housing allocation process from the State to the local level.

Figure 1: State Housing Allocation Process



EXISTING CONDITIONS

The information regarding the characteristics of Monte Sereno's housing and population was derived from Census 2000 data to the extent that it was available. Some Census 2000 data, such as income, housing values and rents, will not be released until 2002. In cases where Census 2000 information was not available, 1990 Census data and other sources of information have been used.

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Figure 1. ...

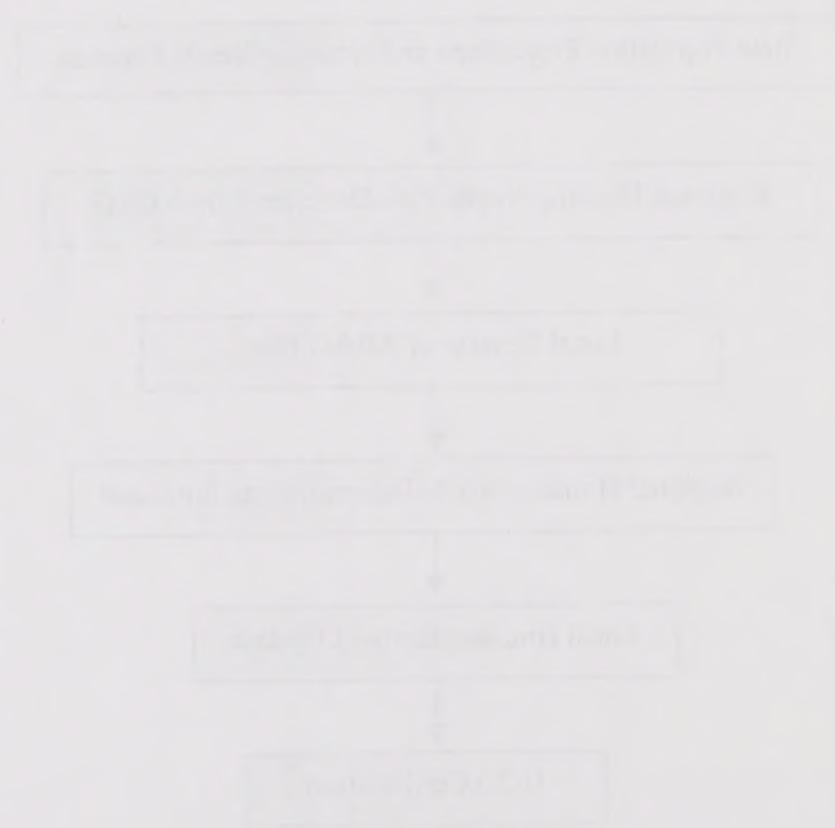


Table 1. ...

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Population

During the 1970s, Monte Sereno's population increased almost 21 percent, from 2,847 to 3,434, which was comparable to the growth rate in Santa Clara County during the same time period. Since 1980, however, Monte Sereno's population has remained relatively constant, fluctuating between approximately 3,300 and almost 3,500 residents, while Santa Clara County's population increased almost 30 percent to 1,682,585. According to the Census 2000, the City's population is 3,483.

Monte Sereno's growth has stabilized because the City is over 90% built-out and has very little annexation potential. (There is essentially no easily developable, unincorporated land adjacent to the City that could be annexed.) In addition, many of the remaining vacant sites within the City are located on unstable, steep slopes.

Ethnicity

The 1980 Census found Monte Sereno's population to be predominantly White (93.5%). Over the last 20 years the percentage of Whites has decreased, however, and the Asian population has notably increased. In the 2000 Census, 81.2 percent of the population was White, 12.3 percent was Asian, and 3.6 percent was Hispanic or Latino.

Age

Figure 2 illustrates the distribution of the age of the population in Monte Sereno versus Santa Clara County (incorporated and unincorporated) by percentages in the given categories. As the chart shows, the percentage of Monte Sereno's population between the ages 20 and 34 was much lower than the County. In addition, almost 28 percent of Monte Sereno's population was over 55, while 17.6 percent of the County's population was over 55. (The needs of the elderly are addressed below under "Special Housing Group Needs".)

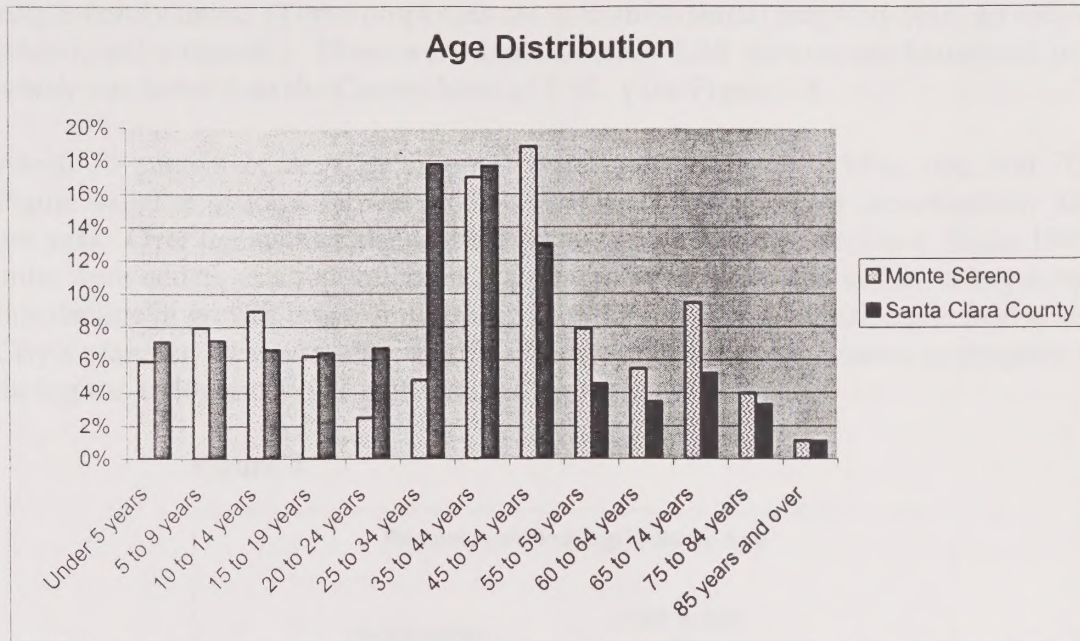
Editorial

During the past few years, the medical profession has been faced with a number of problems which have caused it to re-examine its position in society. One of the most important of these is the question of the physician's role in the community. The physician is no longer the sole authority on health matters, as he once was. He is now one of many who contribute to the health of the community. This change in role has led to a new emphasis on the physician's responsibility to the community as a whole, rather than to his individual patients.

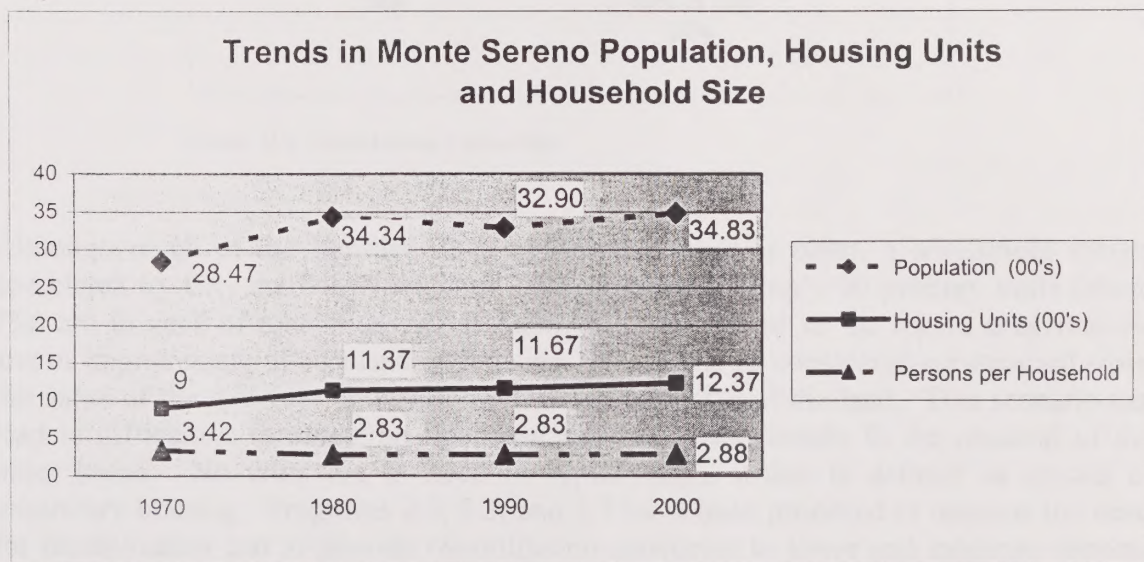
One of the most important of these responsibilities is the physician's duty to the community as a whole. This duty is not new, but it has become more important than ever before. The physician must be aware of the health needs of the community and must work to meet these needs. This may involve working with other health professionals, with government agencies, and with the community itself.

Another important responsibility is the physician's duty to his patients. This duty is also not new, but it has become more important than ever before. The physician must be aware of the needs of his patients and must work to meet these needs. This may involve working with other health professionals, with government agencies, and with the community itself.

Finally, the physician has a duty to himself. He must be aware of his own health and must work to maintain it. This may involve working with other health professionals, with government agencies, and with the community itself.

Figure 2

Source: U.S. Census Bureau, Census 2000

Figure 3

Sources: U.S. Census and California State Department of Finance

Housing Units

A household includes all persons, family or nonfamily, who occupy a housing unit. A housing unit is a group of rooms or a single room that function as separate living quarters, whether occupied or vacant.

According to the Census 2000, there were 1,237 housing units (1,141 (92%) were owner-occupied, 70 (6%) were rented, and 26 (2%) were vacant) and 1,211 households.

RESEARCH

ARTICLE

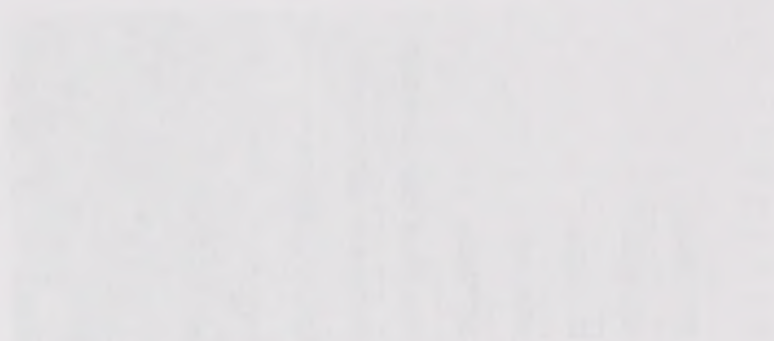


Figure 1
Probability of having a child in household

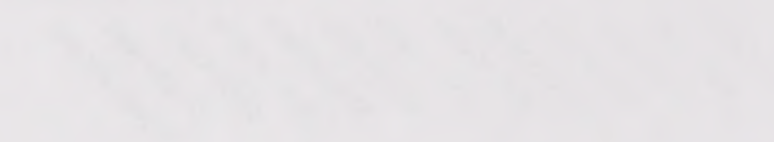


Figure 2
Probability of having a child in household



Figure 3
Probability of having a child in household

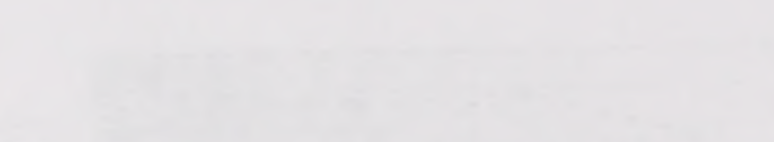


Figure 4
Probability of having a child in household



Figure 5
Probability of having a child in household

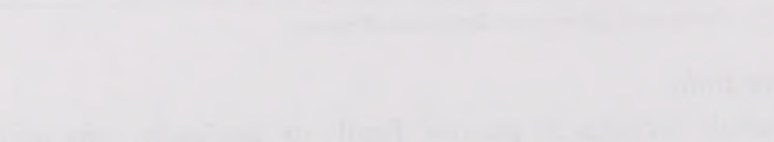


Figure 6
Probability of having a child in household

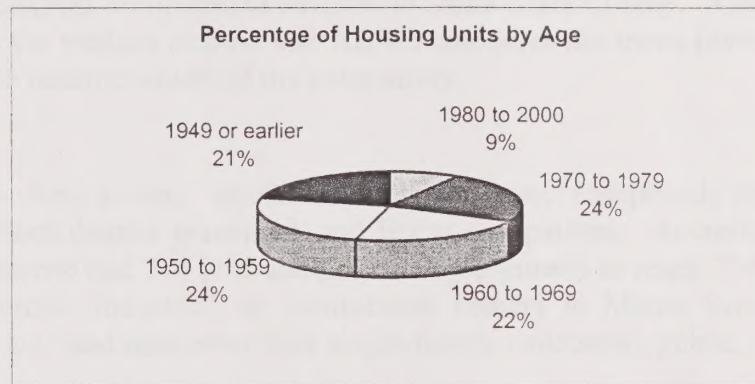


Figure 7
Probability of having a child in household

Nearly all (over 99%) of the housing stock in Monte Sereno is comprised of detached single-family units. (Three properties are in nonresidential use: City Hall, an elementary school, and a church.) There were approximately 2.88 persons per household in 2000, which was lower than the County level of 2.92. (See Figure 3.)

About 70 percent of the City's homes were built during the 1950s, 60s, and 70s (see Figure 4). The average rate of production over that period was approximately 28 units per year. Over the last two decades the rate of production has declined. Since 1980, 103 units were added, at a rate of about 5 units per year. As noted earlier, a key reason for this decline in growth is the diminishing inventory of vacant, developable land within the City's planning area. Another significant factor is the rapid increases in property values during the 1980s and 1990s that occurred throughout the region.

Figure 4



Source: U.S. Census Bureau, Census 2000

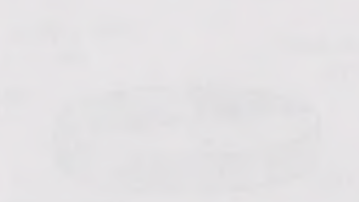
Although much of the housing stock in Monte Sereno is older, a windshield survey completed by City staff in November 2001 revealed that only 90 primary units (about 7%) are in need of rehabilitation. Rehabilitation is defined as the repair, preservation, and/or improvement of substandard housing. A unit can be considered substandard when the value of the structure is disproportionate to the value of the land. This scenario can lead to difficulties in obtaining financing and sometimes results in the removal of the older home. No units are in need of replacement, which is defined as unsafe or unsanitary housing. Programs 2.2, 2.3, and 3.7 have been proposed to monitor the need for rehabilitation and to provide rehabilitation assistance to lower and moderate-income households.

In addition to standard single-family dwellings, the City has 58 existing, permitted secondary dwelling units and 7 approved applications for the construction of second units. The City has approved approximately 4 to 5 secondary dwelling units per year since the ordinance allowing second units became effective in 1987. The City also estimates that another 40 to 50 secondary dwellings units exist that were either constructed prior to adoption of the ordinance or are converted pool houses.

It is well known that the average life expectancy in the United States is about 47 years. This is a very low figure, especially when compared with the life expectancy in other countries. The average life expectancy in the United States is about 47 years, while in other countries it is about 60 years. This is due to a number of factors, including a high birth rate, a high death rate, and a high rate of infant mortality.

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THE LIFE EXPECTANCY IN THE UNITED STATES



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Monte Sereno also allows up to two roomers/boarders in any zoning district. This practice helps meet the housing needs of low and moderate-income persons who cannot afford (or prefer not to maintain) their own residence. The City estimates that approximately 60 primary units accommodate 1 or 2 persons (60 to 120 boarders). The City will continue to permit this use.

There are no subsidized housing units in Monte Sereno and, therefore, no existing assisted housing units “at-risk” of reverting to market rates.

Income

Monte Sereno is an affluent community with incomes considerably higher than the regional average. According to the 1990 Census, the median household income was \$98,121 in Monte Sereno and \$48,115 in Santa Clara County. In 2000, the Association of Bay Area Governments (ABAG) estimated the mean household income in Monte Sereno was \$220,900, compared to \$86,300 in Santa Clara County. Although the Census data compares the median income and ABAG compares the mean (average), the figures demonstrate the relative wealth of the community.

Employment

Monte Sereno has a very small employment base, comprised primarily of City employees, school district personnel, and home occupations. According to ABAG, in 1999, Monte Sereno had 774 jobs and projected job growth to reach 794 by 2006. There are no commercial, industrial, or institutional centers in Monte Sereno and no land designated for any land uses other than single-family residential, public, and open space.

Housing Costs

According to the California Association of Realtors (2000), Monte Sereno has one of the highest median home prices in California at \$1,487,500, which is well above the Santa Clara County median home price of \$488,760. The City has also collected data on home sales, which show that the average selling price of a home in Monte Sereno since 1996 was \$1,146,000, based on records for 220 home sales.

As stated above, only 70 of the 1,237 housing units in Monte Sereno were rented as of the 2000 Census. A survey of five apartment complexes in neighboring communities (Mountain View, Sunnyvale, Cupertino, Los Altos, and Campbell) revealed that a market rate one-bedroom apartment rents for approximately \$1,550 and a two-bedroom apartment rents for approximately \$1,900.

The vacancy rate in Monte Sereno as of the 2000 Census was 2.1 percent. This is slightly less than the County rate of 2.3 percent, but substantially lower than the State rate of 5.8 percent.

Overpayment for Housing

Although the standards applied to gauge housing costs vary, guidelines from the U.S. Department of Housing and Urban Development (HUD) specify that a household should not spend more than 30 percent of household income on housing.

The first of these is the fact that the American Medical Association is a voluntary association of physicians and surgeons. It is not a government agency, nor is it a corporation. It is a body of men and women who are interested in the health of the people and who are willing to work together for the betterment of the medical profession and the service of the community.

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As of the 1990 Census, 16 (18%) of the households in the 87 units occupied by renters at that time, and 250 (25%) of those in the 1,009 owner-occupied units were paying more than 30 percent of their income on housing costs. In the County, 41 percent of those in renter-occupied units and 31 percent of households in owner-occupied units were paying more than 30 percent of household income on housing costs in 1990.

Overcrowding

An overcrowded housing unit is defined by the U.S. Census as one in which there are more than 1.01 persons per room (including kitchens, bedrooms, living rooms, etc., but not including basements, bathrooms or halls).

According to the 1990 Census, only 12 (1%) of the 1,167 residential units were classified as being overcrowded. This figure was well below the level of overcrowding in Santa Clara County, which was 5.3 percent in 1990.

Special Housing Group Needs

To provide adequate housing for all people, a community must consider the housing needs of senior citizens, female-headed households, large families, disabled persons, the homeless, and farmworkers. The shelter requirements of these special groups may point to a need for "accessible" housing, larger or smaller housing, secure housing, and/or more affordable housing.

Seniors

A much larger percentage of Monte Sereno's residents are over 65 years of age (25.8%) as compared to Santa Clara County (9.5%). In addition, the percentage of elderly (over 65) in Monte Sereno has significantly increased since the 1990 Census. In 1990, approximately 364 (11%) of Monte Sereno's population were elderly as compared to 505 (14%) in 2000.

According to the 2000 Census, 312 (26%) of the householders were 65 and over, of which 295 were owners and 17 were renters. Eighty-six (17% of the elderly) are disabled. However, only 17 (3%) of the elderly households live in poverty, and all of these are in owner-occupied housing.

From a housing perspective, the City is concerned that the elderly have decent housing and assistance with maintenance, if necessary. Programs 2.2, 2.3, 2.4, and 3.7 have been proposed to address these concerns.

Female-headed and Large Households

Female-headed households and large households (defined as 5 or more persons) may have specific needs that differ from traditional families due to income and housing stock constraints. Per the 2000 Census, there were 49 (4% of total households) female-headed households of which 22 (45%) had related children under 18 years of age. Only six of these households were renting, and none of the female-headed households had incomes below the poverty level. Approximately ten percent of County households were female headed and 61 percent of these had related children under 18 years.

The 2000 Census also found that there were 148 (14.5%) large households in the City. In the County 15.7 percent of the households are large. However, only four of the large households in Monte Sereno were in renter-occupied housing. In Santa Clara County, 39 percent of large households are in renter-occupied housing. As stated above, overcrowding is not a significant issue in Monte Sereno. In addition, according to the 2000 Census, 68 percent of the housing units in Monte Sereno have seven or more rooms

Disabled

The living arrangement of disabled persons depends on the severity of the disability. Many persons live in their own home in an independent situation or with other family members. According to the 2000 Census, 354 persons (10.6%) age five and over had a disability. Nine (2.5%) of these residents had a self-care disability, 176 (49.7%) had a mobility disability, and 173 (48.9%) had an employment disability. In the County, approximately 16 percent of the population had a disability, and 11 percent of the disabled population had a self-care disability, 43 percent had a mobility disability, and 51 percent had an employment disability.

Homeless

The segment of the population that is homeless is one of the most difficult to estimate. According to the Housing Trust of Santa Clara County, 20,000 people in Santa Clara County experienced homelessness in 1998. However, there are no reported incidents of homelessness in Monte Sereno. An indicator of a community's housing needs for homeless people is the number of families on public assistance. According to an October 2001 report prepared by the Social Services Agency of Santa Clara County, the number of persons who receive public assistance in Monte Sereno is very small. There were only 19 persons on CalWORKs (0.1% of the County) and 84 persons on Medi-Cal only (0.1% of the County). CalWORKs (formerly known as Aid to Families with Dependent Children) recipients receive cash aid, Medi-Cal, and food stamps.

Even though the City of Monte Sereno does not have an unmet homeless need, the City recognizes that there are housing issues and homelessness on a regional basis, and the City is helping to reduce those needs. In 2001, Monte Sereno contributed \$15,000 to Santa Clara Housing Trust Fund. In addition, Monte Sereno has proposed Program 3.9 which commits the City to continue to provide support to regional agencies and organizations dedicated to local housing issues.

Farmworkers

According to the Santa Clara County Draft Housing Element December 2001, there are 5,000 to 6,000 farmworkers in the County in the peak summer months. However, large-scale agricultural production in Santa Clara County is at least 30 miles south of the City. Since Monte Sereno is in no reasonable proximity to agricultural areas, there is no need for farm worker housing.

REGIONAL HOUSING NEEDS ASSESSMENT AND QUANTIFIED OBJECTIVES

State Housing Element law requires regional councils of government to identify for each city and county its "fair share allocation" of the Regional Housing Needs Determination (RHND) provided by the California Department of Housing and Community Development (HCD). The Association of Bay Area Governments (ABAG), as the Bay Area's council of governments, published the RHND in March 2001. ABAG took into account several factors in preparing the RHND, including projected household and job growth and regional income distribution. In turn, each city and county must address their local share of regional housing needs in their housing elements.

The projected housing needs in the RHND are broken down by income category, based on the limits for very-low and lower-income established by the U.S. Department of Housing and Urban Development (HUD) (see California Health and Safety Code Section 50079.5). Using these figures, HCD calculates "median", "moderate", and "above moderate" income limits, and publishes these limits at the county level. State housing law defines income categories using the following standards.

HCD DEFINITIONS OF HOUSEHOLD INCOME

Very Low-Income: Households with incomes less than 50% of area median family income (MFI).

Lower-Income: Households with incomes between 51% and 80% of area median family income.

Moderate-Income: Households with incomes between 81% and 120% of area median family income.

Above-Moderate: Households with incomes greater than 120% of area median family income.

Table 1 lists ABAG's RHND allocation by income category for the City of Monte Sereno and its Sphere of Influence for the period from 1999 to 2006. Because the planning period extends from January 1, 1999, to December 31, 2006, the Regional Housing Needs Allocation can be reduced by the number of new units built since January 1999. Since that time, 34 units have been built. Based on high housing prices and land costs in the City (see Housing Costs on page 6 and Land Costs page 19), these new units are believed to be in the above moderate category. As Table 1 shows, after taking into account this building activity, the City needs to plan for 42 units.

Table 1
Monte Sereno Regional Housing Needs Determination

HCD Income Categories	1999 - 2006 Housing Need	Jan 99- Nov 02 Housing Starts	Remaining Housing Need
Very Low	10	0	10
Lower	5	0	5
Moderate	13	0	13
Above Moderate	48	34	14
Total	76	34	42

Source: ABAG, City of Monte Sereno

Table 2 shows the 2001 household income limits, the maximum affordable monthly rent, and the maximum estimated affordable home price for each HCD income category. The analysis was prepared for a family of three, because the average household size in Monte Sereno is 2.88 (see Figure 3 above).

Table 2
Income Limits and Affordability
Monte Sereno 2001

HCD Income Categories	Household Income Limit¹	Maximum Affordable Monthly Rent²	Maximum Estimated Affordable Home Price³
Very Low (<50% MFI)	\$ 39,300	\$ 983	\$ 154,000
Lower (51-80% MFI)	\$ 62,150	\$ 1,554	\$ 253,000
Moderate (81-120% MFI)	\$ 94,300	\$ 2,358	\$ 385,000
Above Moderate (>120% MFI)	\$ 93,301 and up	n/a	n/a

Source: State Department of Housing and Community Development and Crawford Multari & Clark Associates

Notes:

¹ Based on Median Family Income (MFI) \$78,550 for a family of three in Santa Clara County

² Based on HUD affordability standard of 30%

³ Assumptions: 28% of gross monthly income can go toward total housing expenses, 7.5% interest, 30-year fixed, 10% down, and includes taxes (1.3%), PMI (\$480 per year), and homeowners insurance (\$300 per year)

Based on the analysis of existing housing conditions in Monte Sereno, the City does not believe that local housing needs exceed ABAG's RHND. Table 3 quantifies the housing objectives to meet the RHND and lists the programs proposed to meet those objectives. The City proposes to meet its affordable housing need through the construction, rehabilitation, and increased utilization of existing secondary dwelling units. No specific programs are proposed for above moderate housing, because the market is serving this segment of the population.

Table 1

Summary of the results of the 1997-1998 survey

Variable	Mean	Standard Deviation	Minimum	Maximum
Age	34.5	10.2	18	65
Gender	50.0	50.0	0	100
Marital Status	75.0	25.0	0	100
Education	12.5	1.5	9	16
Income	35.0	15.0	10	70
Health Status	70.0	20.0	40	100
Stress Level	65.0	25.0	30	100
Life Satisfaction	75.0	20.0	40	100

Note: N = 100

The results of the 1997-1998 survey are presented in Table 1. The mean age of the respondents was 34.5 years, with a standard deviation of 10.2 years. The majority of the respondents were female (50.0%), and most were married (75.0%). The average education level was 12.5 years, and the average income was \$35,000 per year. The average health status was 70.0, and the average stress level was 65.0. The average life satisfaction was 75.0.

Table 2

Summary of the results of the 1997-1998 survey

Variable	Mean	Standard Deviation	Minimum	Maximum
Age	34.5	10.2	18	65
Gender	50.0	50.0	0	100
Marital Status	75.0	25.0	0	100
Education	12.5	1.5	9	16
Income	35.0	15.0	10	70
Health Status	70.0	20.0	40	100
Stress Level	65.0	25.0	30	100
Life Satisfaction	75.0	20.0	40	100

Note: N = 100

The results of the 1997-1998 survey are presented in Table 2. The mean age of the respondents was 34.5 years, with a standard deviation of 10.2 years. The majority of the respondents were female (50.0%), and most were married (75.0%). The average education level was 12.5 years, and the average income was \$35,000 per year. The average health status was 70.0, and the average stress level was 65.0. The average life satisfaction was 75.0.

Table 3
Quantified Objectives

Income Categories	New Construction	Rehabilitation	Increased Use of existing 2nd Units	1999-2006 Need	Programs
Very Low	6	0	4	10	3.1, 3.2, 3.3
Lower	2	0	3	5	3.1, 3.2, 3.3
Moderate	5	4	4	13	2.3, 3.1, 3.2, 3.3, 3.6, 3.7
Sub-total	13*	4	11	28	
Above Moderate	1448	0	0	1448	n/a
Total	61	4	11	76	

Note: Because there is no subsidized housing in Monte Sereno, the City does not have conservation objectives.

* New construction in the very low, lower, and moderate-income categories consists of secondary dwelling units.

Because of regional demands and the limited availability of land in the City, the price of land in Monte Sereno is very high. An acre of vacant land is worth approximately \$1,000,000 (see Nongovernmental Constraints below). Moreover, the cost of housing in Monte Sereno is one of the highest in the State. Based on a median home price of \$1,487,500 (California Association of Realtors, 2000), the affordability gap for home ownership is over \$1,000,000 for families in the very low, lower, and moderate-income categories (see Table 2).

Due to these constraints, the City believes that the most effective approaches to achieving their regional housing fair share allocation for very low, low, and moderate-income families are through secondary dwelling units, both new construction and the rental of second units that are currently not occupied, and the rehabilitation and preservation of existing moderate priced housing.

The two critical components required to ensure that the City can meet a portion of its housing program goals with secondary dwelling units are (1) the production of second units and (2) the availability of the units at affordable rental rates. In order to meet these objectives the City proposes programs to:

- Increase public awareness of the secondary dwelling unit ordinance;
- Reduce fees to support the production of secondary dwelling units;
- Streamline the permit processing of secondary dwelling units; and
- Modify the secondary dwelling unit ordinance to encourage greater use.

According to City records, there are 58 existing secondary dwelling units. The historical production rate has been about 4 to 5 units per year. If this rate continues in the future, the City expects to permit 20 to 25 units over the next five years (2002 to 2006). In addition, the City has recently issued 7 building permits for new secondary dwelling

Table 1
Financial Summary

Category	2013 Actual	2014 Budget	2015 Budget
Operating Expenses	\$1,234,567	\$1,345,678	\$1,456,789
Capital Expenses	\$567,890	\$678,901	\$789,012
Depreciation	\$345,678	\$345,678	\$345,678
Interest	\$123,456	\$123,456	\$123,456
Other	\$98,765	\$98,765	\$98,765
Total	\$2,369,356	\$2,593,478	\$2,813,700

The City of Houston Housing Division is pleased to present this financial summary for the year ending June 30, 2014. The summary provides a detailed overview of the Division's financial performance, including operating expenses, capital expenses, depreciation, interest, and other income. The total expenses for the year were \$2,369,356, which is within the budgeted amount of \$2,593,478. The Division's financial performance is a testament to the hard work and dedication of its staff, and we look forward to continuing to provide high-quality housing services to the City of Houston.

The Housing Division's financial performance is a reflection of the City's commitment to providing affordable housing for all. The Division's financial performance is a testament to the hard work and dedication of its staff, and we look forward to continuing to provide high-quality housing services to the City of Houston.

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units. Based on these projections, the City estimates that another 27 to 32 secondary dwelling units will be constructed over the planning period.

The City has surveyed homeowners to research the extent to which second units are rented and the monthly rent per unit (see Appendix A). The City received 17 responses (29% response rate). Of the 17 responses, 10 (59%) are occupied. If the 59% occupancy rate is applied to estimated new construction (.59 x 27), approximately 16 units will become available as rentals over the next four years. This exceeds the targeted new construction of 13 units for very-low, lower, and moderate-income households established in Table 3. (The affordability of the units is discussed below.)

The survey also asked homeowners who are not currently renting their secondary dwelling unit if they would consider renting their unit in the future. Five of these respondents indicated that they would consider renting their unit. This suggests that unoccupied second units could have affordable housing potential. The City has proposed several programs to encourage the rental of secondary dwelling units and anticipates that 11 existing secondary dwelling units could become available as rentals over the planning period.

According to the 10 survey respondents that rent their units, the survey shows that secondary dwelling units are rented within in the affordability limits for very-low, lower, and moderate-income households. The rent currently charged for secondary dwelling units ranges from \$0 to \$2000 per month. Eight of the respondents indicated that they are currently renting their unit for less than \$1000, which is the maximum affordable rent for very low-income households (see Table 2). (Five of these eight respondents reported that their occupants pay nothing.) One respondent indicated that they rent their unit for between \$1001 and \$1500, which is the maximum affordable rent for lower income households. One of the respondents received between \$1501 and \$2000, which is within the range that is affordable to moderate-income households. (The average rental cost of a two-bedroom apartment in an apartment complex in the area is \$1900.)

Thus, secondary dwelling units in Monte Sereno are currently rented within the affordability thresholds of very-low, lower, and moderate-income households without regulation or subsidies. The City believes that it can help maintain and expand this market by reducing government constraints and increasing community support of the proposed programs.

LAND INVENTORY

As Table 4 indicates, vacant sites suitable for residential development within the City's planning area have the capacity to accommodate more than the original RHND of 76 units (see Table 1). These sites are appropriate for the maximum density limitation based on physical features and location. Public infrastructure and services are available to serve these sites. Moreover, the City can meet its remaining regional allocation of 42 units within the City limits through new construction of single-family housing, infill opportunities, and secondary dwelling units.

and, finally, on the basis of the data, the authors conclude that the model is well specified and that the results are robust.

The authors also discuss the implications of their findings for the design of future studies. They argue that the results suggest that the use of a large number of small, independent studies is preferable to the use of a few large, dependent studies. This is because the former approach allows for a more accurate estimation of the true effect size, and it also allows for a more accurate estimation of the true variance of the effect size. The authors also discuss the implications of their findings for the design of future studies.

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Table 4
Vacant Land Inventory

Housing Production	Number of Vacant Acres	Zoning	Maximum Units/acre	Additional Dwelling Unit Capacity
New Construction Single-family	27.0	R-1-44	1	15
Infill Lots	7.5	R-1-20	2	10
	7.0	R-1-44	1	8
Sphere of Influence	2.2	R-1-8	4	9
	3.2	R-1-20	2	6
	5.3	R-1-44	1	5
Sub-total				53
Secondary dwelling units*	n/a		n/a	27
Total	52.2			80

Source: City of Monte Sereno

Notes:

* The City estimates that 27-34 secondary dwelling will be constructed over the planning period, however, more than 1000 secondary dwelling units could be constructed if every unit that qualified to construct a second unit did so.

Because there is very little vacant land within the City limits, Monte Sereno has to rely on its sphere of influence to meet its regional housing needs allocation. One of the City's goals is to investigate future annexations. The City will evaluate the fiscal and political impacts of annexing additional lands (See Program 3.12).

CONSTRAINTS

State housing law requires the City to review both governmental and non-governmental constraints to the construction of affordable housing in order to remove and/or mitigate their negative effects.

Local Governmental Constraints

Local policies and regulations can affect both the amount and type of residential development that occurs. Since governmental actions can constrain the development and affordability of housing, state law requires the housing element to "address and, where appropriate and legally possible, remove governmental constraints to the maintenance, improvement, and development of housing" (Government Code § 65583(c)(3)).

The City's primary policies and regulations that affect residential development and housing affordability include the Land Use Element of its General Plan, the Zoning Ordinance, development processing procedures and fees, on and off-site improvement requirements, and the Uniform State Building and Housing Codes.

TABLE 1
Descriptive Statistics

Variable	Mean	Standard Deviation	Minimum	Maximum
Age	45.2	12.5	25	65
Gender	0.48	0.50	0	1
Marital Status	0.65	0.48	0	1
Education	12.5	1.5	9	16
Income	35,000	15,000	10,000	70,000
Health	0.75	0.42	0	1
Smoking	0.25	0.43	0	1
Alcohol	0.15	0.36	0	1
Exercise	0.35	0.48	0	1
Stress	4.5	1.5	1	7
Depression	0.15	0.36	0	1
Loneliness	0.25	0.43	0	1
Life Satisfaction	5.5	1.5	1	7

Note: All variables are measured on a scale of 0 to 1, except for Age, Income, and Stress, which are measured on a continuous scale.

The first column of the table shows the mean and standard deviation for each variable. The second column shows the minimum and maximum values for each variable. The third column shows the correlation between each variable and the dependent variable, life satisfaction.

3.1. Descriptive Statistics

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3.2. Multivariate Analysis

The first column of the table shows the mean and standard deviation for each variable. The second column shows the minimum and maximum values for each variable. The third column shows the correlation between each variable and the dependent variable, life satisfaction.

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General Plan

The City of Monte Sereno's primary land use policy document is the General Plan. The current General Plan was adopted in 1995. The Land Use Element of the General Plan designates three land use types: residential, public, and open space. The Monte Sereno General Plan does not designate land for commercial, industrial, or institutional development.

The General Plan designates over 94 percent of Monte Sereno for single-family residential use, in three single-family residential designations on the Land Use Map. The residential densities described below are in dwelling units per net acre. A net acre is the actual area of a given property, exclusive of streets rights-of-way.

- a) Lower Density Residential: Designates areas intended for large lot single family detached homes at densities of 0 to 1 dwelling units per net acre. Approximately 75 percent of the City is designated lower density residential. These areas are generally located in the southerly and westerly portion of the City and are typically those with steeper slopes.
- b) Medium Density Residential: Designates areas intended for single-family detached homes on medium sized lots at densities of 1 to 2 dwelling units per net acre. Approximately 3 percent of the City is designated medium density residential.
- c) Higher Density Residential: Designates areas intended for single family detached homes on lots at densities of 3 to 5 dwelling units per net acre. The land within this designation is on Monte Sereno's eastern border adjacent to the higher density neighborhoods and commercial areas of Los Gatos. Approximately 16 percent of the City is designated higher density residential.

Zoning Ordinance

The zoning ordinance includes three residential zoning districts corresponding to the General Plan designations. The maximum residential density allowed is one unit per 8,000 square feet of lot area, which is approximately 5 units per acre. All residential development is a use by right.

In order to protect its natural beauty and rural character, Monte Sereno encourages low-density residential development. However, low density zoning typically results in higher housing costs. Due to its location, scenic qualities, and low density, the City of Monte Sereno has become a very expensive place to live with large custom homes on large lots. According to the California Association of Realtors (2000), Monte Sereno has one of the highest median home prices in California at \$1,487,500, which is well above the Santa Clara County median home price of \$488,760.

1940-1941

The first of the two main periods of the 1940-1941 season was the period from the end of 1940 to the end of 1941. The second period was the period from the end of 1941 to the end of 1942. The first period was characterized by a general decline in the number of cases, while the second period was characterized by a general increase in the number of cases.

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Unfortunately, because housing costs and the price of raw land (approximately \$1,000,000 per acre) far exceed other areas in the region, it very difficult to develop housing for very low, low, and moderate-income households. However, the City has proposed a number of programs to mitigate these impacts. Specifically, Monte Sereno has proposed programs to promote secondary dwelling units, which increases density, and will investigate higher density land uses on parcels in the sphere of influence that are under consideration for annexation.

To encourage establishment of secondary units on existing developed lots, state law requires cities and counties to either adopt an ordinance based on standards set out in the law authorizing creation of second units in residentially-zoned areas, or where no ordinance has been adopted, to allow second units by use permit if they meet standards set out in the State law. Local governments are precluded from totally prohibiting second units in residentially zoned areas unless they make specific findings (Government Code § 65852.2). Second units can be an important source of affordable housing since they can be constructed relatively inexpensively and associated land costs have already been paid by the primary units. Second units can also provide supplemental income to the homeowner, thus allowing the elderly to remain in their homes or moderate-income families to afford houses.

Monte Sereno allows secondary dwelling units on lots of 8,000 square feet or more in any residential zoning district with an administrative use permit. According to the General Plan, a secondary dwelling unit means a separate dwelling unit that provides complete and independent living facilities for one or two people, with its own kitchen (including, but not limited to, stove, microwave oven or equivalent). The unit may be attached to, or detached from, the primary dwelling unit. Attached units are limited to four hundred square feet of living space with one bathroom and two bedrooms. Detached units are limited to seven hundred square feet of living space with one bathroom and two bedrooms. Detached secondary dwelling units are limited to one story. Not more than two persons can reside in a secondary dwelling unit.

To encourage development of secondary dwelling units, several programs (3.1, 3.2, 3.3, 3.4, and 3.5) have been proposed.

Development Processing Procedures and Fees

Government policies and ordinances regulating development affect the availability and cost of new housing. Although land use controls have the greatest direct impact, development approval procedures and fees can affect housing costs as well.

Permit processing requirements have increased at all levels of government in recent years. As with every other jurisdiction, the City of Monte Sereno has a number of procedures it requires any developer to follow. Although the permit approval process must conform to the Permit Streamlining Act (Government Code § 65920 *et. seq.*), housing proposed in Monte Sereno is subject to one or more of the following review processes: environmental review, zoning, subdivision review, use permit control, design review, and building permit

approval. Design review for residential developments typically take about six weeks to process through the City.

Any new building or structure exceeding one hundred and twenty feet requires a Site Development Permit. Upon receipt of a complete application, a public hearing is set before the Site and Architectural Committee (Committee). The Committee reviews and regulates the aesthetic and functional aspects of structures and sites. In order to issue Site Development Permits the Zoning Code requires the following findings:

1. Whether the proposed improvement and/or use retains the existing character of the neighborhood in which it would be located.
2. Whether the architectural design proposed to be employed will mitigate any significant visual impact which could result from the proposed improvement and/or use.
3. Whether the proposed improvement and/or use will provide for minimum grading and retention of the natural contours of the land then existing in order to protect the natural slope of the lot.
4. Whether the proposed improvement and/or use provides for:
 - a. A building footprint designed in such a way as to protect significant trees as defined elsewhere in this code; and
 - b. Preservation of solar access.
5. Whether the landscaping for the proposed improvement and/or use emphasizes the use of native materials in the area.
6. Whether the site drainage for the proposed improvement and/or use provides for no increase in water run-off to neighboring lots.

These requirements provide objective standards and guidelines, which do not impact housing affordability.

As required by the California Environmental Quality Act (CEQA), the City's permit processing procedures include an assessment of the potential environmental impacts of the proposed projects. If a project requires an environmental impact report, additional processing and time is required. Many of the environmental regulations have protected the public from significant environmental degradation and the location of certain developments on inappropriate sites and have given the public an opportunity to comment on project impacts. This process does, however, increase the time and cost of project approval.

The City collects fees to help cover the costs of permit processing, inspections, and environmental review. The City also collects development impact fees in accordance with California Government Code § 66000-66025 for the provision of services such as water, sewers, and storm drains. These fees are generally assessed based on the number of units in a residential development.

Fees charged for building permits are based on the construction values prescribed by the Uniform Building Code. Fees collected by the City in the review and development process do not exceed the City's costs for providing these services. When raising fees, the City

complies with all applicable state laws. Table 5 shows development fees for the City of Monte Sereno as of November 2001. Development fees in Monte Sereno are approximately \$20,700 for a 2000 square foot house with a 500 square foot garage. These fees are consistent with the region. According to the State Department of Housing and Community Development, average residential development fees per unit in the South Bay Area are \$27,772 for a 25-unit single-family subdivision and \$24,969 for an infill house.

Although not a significant issue in Monte Sereno, several programs have been proposed to monitor and address local issues related to development processing procedures and fees (see Programs 3.2, 3.3 and 3.5).

Table 5
Development Fees¹
November 2001

Item	Cost
Building Permit ²	\$ 7,726
School Fees (\$2.05/s.f.)	\$ 4,100
Fire Fees	\$ 0
Site Development	\$ 1,500
Parkland Dedication	\$ 0
Off-Site Improvement	\$ 0
Sewer Collection	\$ 6,100
Water Connection	\$ 500
Traffic Mitigation	\$ 0
Drainage Fee	\$ 810
Total	\$ 20,736³

¹Fees for construction of a 2,000 s.f. house with 500 s.f. garage

²Includes building permit fee, building and planning department plan check fees, construction tax (\$0.51/ft²) mechanical/electrical/plumbing, and energy fees.

³City fees (building permit, site development, and drainage fee) comprise \$10,036 (48.4%) of total fees.

On and Off-Site Improvement Requirements

On and off-site improvement requirements are minimal in Monte Sereno because it is a built-out, semi-rural community. All utility extensions are required to be underground from curb to house. Street improvements are required only as necessary and sidewalks are not required in Monte Sereno.

Typically, on-site and off-site improvement costs are passed on to the homebuyer as part of the final cost of the home.

Building and Housing Codes

Local regulations and fees applicable to new development increase housing costs and to some degree may constrain the availability of affordable housing. However, some building and housing regulations and fees are mandated by State law to protect the health, safety, and welfare of the community or to protect existing residents from financial or environmental impacts.

Monte Sereno uses the latest edition of the Uniform Building Code (UBC), which sets minimum standards for residential and other structures. Table 6 shows applicable building and housing codes adopted and currently administered by the City of Monte Sereno.

Table 6
Applicable Building and Housing Codes
November 2001

Code Name	Code Date	Remarks
Uniform Building Code	1998	No amendments
Uniform Building Code Standards	1998	No amendments that significantly increase housing costs
National Fire Code	1998	No amendments
Uniform Fire Code	1998	No amendments that significantly affect housing costs
Uniform Plumbing Code	1998	No amendments that significantly affect housing costs
Uniform Mechanical Code	1997	No amendments that significantly affect housing costs
National Electric Code	1998	No amendments that significantly affect housing costs
State Health and Safety Code	N/A	No amendments

Non-governmental Constraints

The availability and cost of housing is strongly influenced by market factors over which local governments have little or no control over. Nonetheless, State law requires that the housing element contain a general assessment of these constraints. This assessment can serve as the basis for actions to offset the effects of such constraints. The primary non-governmental constraints to the development of new housing in Monte Sereno can be broken down into three categories: land costs, construction costs, and natural environmental constraints.

The first part of the report is a general introduction to the project. It describes the purpose of the study, the objectives, and the scope of the work. It also provides a brief overview of the methodology used in the study.

The second part of the report is a detailed description of the data collection and analysis process. It includes a discussion of the sampling method, the data collection instruments, and the statistical techniques used to analyze the data. It also presents the results of the data analysis in a clear and concise manner.

The third part of the report is a conclusion and discussion of the findings. It summarizes the main results of the study and discusses their implications for practice and research. It also provides recommendations for future research and practice.

Table 1
Descriptive Statistics of the Data

Variable	Mean	Standard Deviation	Minimum	Maximum
Age	35.2	12.5	18	65
Gender	50.0	0.0	0	1
Education	12.5	1.5	9	16
Income	45000	15000	20000	80000
Marital Status	60.0	0.0	0	1
Occupation	1.2	0.8	0	3
Health Status	2.5	1.0	1	4
Life Satisfaction	3.8	1.2	1	5
Stress Level	2.2	1.0	1	4
Quality of Life	3.5	1.1	1	5

The results of the study show that there is a significant positive correlation between life satisfaction and income. This finding is consistent with previous research, which has shown that higher income is associated with higher life satisfaction. The results also show that there is a significant positive correlation between life satisfaction and health status. This finding is also consistent with previous research, which has shown that better health is associated with higher life satisfaction.

Land Costs

Costs associated with the acquisition of land include both the market price of raw land and the cost of holding the property throughout the development process. These costs can account for over half of the final sales prices of new homes in very small developments and in areas where land is scarce. Among the variables affecting the cost of land are its location, its amenities, the availability and proximity of public services, and the financing arrangements.

According to local real estate sources, as of November 2001, the average listing price of an acre of vacant, unimproved land in Monte Sereno is \$800,000 to \$900,000. In addition, data on sixteen lot sales occurring between 1996 and 2001 collected by the City shows that an acre of land in Monte Sereno sold for almost \$1,100,000 during that time period.

Construction Costs

Construction costs vary widely depending on the type, size, and amenities of the development. According to the Construction Industry Research Board, construction costs for typical single-family residential buildings range from approximately \$60 to \$90 per square foot; however, construction costs can run as high as \$200 per square foot on lots with steep slopes or other environmental constraints.

Natural Environmental Constraints

The potentially active Shannon Fault passes through Los Gatos just north of Monte Sereno. An official Alquist-Priolo Special Studies Zone encompassing this fault trace has been designated by the State and includes a 12-acre portion of Monte Sereno in the vicinity of La Rinconada Drive and Winchester Boulevard. In addition, the San Andreas Fault is south of the City in the Sphere of Influence. However, no portion of the San Andreas Fault Special Studies Zone lies within Monte Sereno's City limits.

The upper slopes of Monte Sereno are known to be vulnerable to land sliding. It is estimated that about 75 percent of the land within the City has a high potential for earthquake-produced landslides. Geotechnical studies are usually needed to investigate the stability of the site and to provide structural design recommendations. This is a constraint that increases the cost of housing in these areas.

Another constraint for sites in Monte Sereno south of Highway 9 is fire hazard. Sites in this area generally are served by narrow access roads and are some distance from fire hydrants. These factors, combined with the summertime condition of low humidity and high fuel content motivated the Central Fire Protection District to designate the area as a Fire Hazard Area.

EVALUATION OF PREVIOUS HOUSING ELEMENT

In 1995, Monte Sereno faced a very similar housing situation as 2001 with soaring housing costs, limited suitable vacant land, and a community desire to retain its semi-rural character. Nonetheless, the City has worked toward achieving their local housing needs.

Editorial

The Journal of Management Education is pleased to announce the launch of the new online-only format for the journal. The new format will allow us to publish more articles and to provide a more timely and accessible platform for our readers. We are excited to continue to provide a high-quality, peer-reviewed journal for our readers and to expand our reach through this new format.

The Journal of Management Education is a peer-reviewed journal that publishes research, theory, and practice in the field of management education. The journal is published quarterly and is available online only. The journal is a must-read for all those interested in the field of management education.

Editorial Board

The Editorial Board of the Journal of Management Education is composed of leading experts in the field of management education. The board is responsible for selecting articles for publication and for ensuring the quality and integrity of the journal. The board members are as follows:

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- Dr. [Name], [Institution]
- Dr. [Name], [Institution]

The policies and programs in Monte Sereno's previous Housing Element effectively addressed local housing issues. Only 7% of Monte Sereno housing stock is in need of rehabilitation. In addition, the City met its 1988 to 1995 regional housing allocation for all income categories. The City met its allocation for very-low, lower, and moderate-income housing through the construction of fifty secondary dwelling units from 1988 to 1998. As discussed above in the Regional Housing Needs Assessment and Quantified Objectives section, a survey of local homeowners indicated that approximately 59% of the second units are rented. The survey also indicated that these units are rented at rates which are affordable to very-low, lower, and moderate-income households. Based on the results of the survey, the City estimates that approximately 30 of the 50 secondary dwelling units are rented at affordable rates. This exceeds the housing needs allocation for these categories for the 1988 to 1995 planning period.

Table 7 shows the extent to which the City met the previous projected housing need for the period 1988 to 1995. (These were the last published housing projections provided by ABAG.) Credit is taken for housing production through 1998, because the current planning period is from 1999 to 2006.

Table 7
Analysis of Previous Projected Need

Income Level	1988 – 1995 Need	1988 – 1998 Production	Unmet Need
Very Low	10	**	0
Lower	7	**	0
Moderate	11	**	0
Above Moderate	32	100	0
Total	60	130	0

Source: City of Monte Sereno

** The City estimates that approximately 30 secondary dwelling units are rented at affordable rates to very-low, lower, and moderate-income households. This leaves an unmet need of zero units for the planning period.

Monte Sereno's secondary dwelling unit ordinance was an effective measure in attaining local housing goals. However, overall the City's policies and programs were limited in scope and lacked measurable outcomes. The City's implementation programs in the previous element were:

1. Maintain existing residential densities and enforce zoning and subdivision standards that will assure that new development is consistent with the City's established character. Through assessment district procedures, offer to assist with the upgrading and maintenance of public facilities such as streets, water, and drainage. Periodically, review is needed for improvements and for local interest in making improvements.
2. Within current staffing limits, establish a program of recording structures that appear to be declining in condition, offer inspection services, advertise and promote programs that will assist in funding needed work.

3. Identify substandard units and encourage property owners to make necessary improvements.
4.
 - a) Continue to permit renting of rooms as an allowed use in all zoning districts.
 - b) Continue to permit accessory living units in all zoning districts.
 - c) Continue to allow Santa Clara County to include Monte Sereno's population in application for Community Development Block Grant funds to be used at the County's discretion.
5. Apply Title 24 energy conservation requirements.
6. Publicize energy conservation programs and weatherization services that are available to provide subsidized or at cost inspection and correction action.
7. Through information handouts, inform the public of equal housing laws and of recourse available in case of violation.

All of these programs have been implemented. However, in order to continue to meet local housing needs in an escalating real estate market, the City has greatly expanded its policies and programs.

CONSISTENCY WITH OTHER GENERAL PLAN ELEMENTS

State law requires that a general plan and all of its elements comprise an "integrated, internally consistent and compatible statement of policies." (Government Code § 65300.5) When the City's General Plan was updated in 1995 all of the elements were deemed to be consistent. This Housing Element is consistent with the policies contained within the 1995 General Plan.

1. The first of the following facts and figures is a rough estimate of the number of persons who have been employed in the various departments of the Government since the year 1875. It is not intended to be a statement of the actual number of persons who have been employed, but only of the number who have been employed in the various departments of the Government since the year 1875. It is not intended to be a statement of the actual number of persons who have been employed, but only of the number who have been employed in the various departments of the Government since the year 1875.

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3. The third of the following facts and figures is a rough estimate of the number of persons who have been employed in the various departments of the Government since the year 1875. It is not intended to be a statement of the actual number of persons who have been employed, but only of the number who have been employed in the various departments of the Government since the year 1875.

PUBLIC PARTICIPATION

Opportunities for residents to provide input on housing issues and recommend strategies are critical to the development of appropriate and effective housing programs. In order to facilitate this process, three public workshops were held during the development of the Draft Housing Element. Two of the workshops were held early in the process and were intended to inform the community on state requirements, to gather information on existing conditions, and to discuss local concerns. The third workshop was held with the City Council to review the Draft Housing Element and to hear public comment. Additional Council Hearings were held on May 7, 2002, and October 1, 2002, to review changes made to the Housing Element in response to HCD's review. The City has also posted the Draft Housing Element on their website. Table 8 provides details on public noticing and public input for the Housing Element update.

Table 8
Public Noticing and Public Input

DATE	EVENT
02/01/01	Article in local paper announcing the City's housing goals, including the plan to address the Housing Element update
05/01/01	Direct mailing of City Newsletter to all City residents that prioritized the update the Housing Element
09/24/01	Direct mailing to all City residents announcing the public workshops held on 10/11/01 and 10/13/01
09/26/01	Front page article in local newspaper announcing the Council's plan to update the Housing Element
10/01/01	Direct mailing of City newsletter to all City residents describing City efforts to revise the Housing Element and soliciting input
10/08/01	Legal advertisement in local paper, soliciting input and announcing the public workshops held on 10/11/01 and 10/13/01
10/10/01	Article in local paper soliciting input and announcing upcoming public workshops
10/11/01	Public workshop
10/13/01	Public workshop
10/16/01	Public workshop
12/04/01	City Council Hearing on Housing Element Update
3/19/02	City Council Hearing on Housing Element Update
05/07/02	City Council Hearing on Housing Element Update
8/20/02	City Council Hearing on Housing Element Update
09/18/02	Circulation of Housing Element to local housing groups (see below)
10/01/02	City Council Hearing on Housing Element Update

The Housing Element was circulated to the following groups to solicit input from housing advocates on special housing needs:

The Enterprise Foundation
315 West 9th Street, Suite 801
Los Angeles, CA 90015

Housing Trust of Santa Clara County, Inc.
111 W. St. John Street, Suite 710
San Jose, CA 95113

Neighborhood Housing Services Silicon Valley
1156 North Fourth St.,
San Jose, CA 95112

Non-Profit Housing Association of Northern California
369 Pine Street, Suite 350
San Francisco, CA 94104

Silicon Valley Manufacturing Group
Transportation & Land Use
224 Airport Parkway, #620
San Jose, CA 95110

As of October 3, 2002, we have not received comments from any of these organizations.

Public outreach will continue throughout the completion and adoption of the element, at least one additional public hearing will be scheduled with the City Council.

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GOALS, POLICIES, AND PROGRAMS

Goal 1: Maintain existing suburban and semi-rural character in Monte Sereno.

Policy 1.1: Meet community and neighborhood needs as the supply of housing is increased.

Policy 1.2: Ensure that new residential development is compatible with surrounding neighborhoods.

Policy 1.3: Ensure that all residential development, reconstruction, and rehabilitation preserve the City's natural environmental qualities, including hills, ridgelines, views, natural water courses, and native plants.

Goal 2: Maintain and conserve Monte Sereno's existing housing stock and residential neighborhoods.

Policy 2.1: Maintain and enhance the quality of Monte Sereno's neighborhoods so they will retain their value as they mature.

Policy 2.2: Preserve Monte Sereno's existing housing stock in sound condition.

Policy 2.3: Provide public services and improvements that enhance and create neighborhood stability.

Program 2.1: Preserve neighborhood appearance through the enforcement of City ordinances that enhance residential neighborhoods.

Responsibility: City Manager
Building Official
Site and Architecture Committee

Actions Required: Continual evaluation of code enforcement techniques and legal decisions regarding municipal law.

Time Frame: Ongoing

Program 2.2: Monitor the city's residential districts for housing suitable for code enforcement or rehabilitation.

Responsibility: City Manager
Building Official

Section 1: Introduction

The purpose of this document is to provide a comprehensive overview of the project's objectives, scope, and timeline.

The project is designed to address the current challenges faced by the organization and to implement a solution that will improve efficiency and reduce costs.

The project is divided into several phases, each with its own set of tasks and deliverables. The timeline for the project is as follows:

Phase 1: Planning and Analysis (Weeks 1-4)
Phase 2: Design and Development (Weeks 5-12)
Phase 3: Testing and Deployment (Weeks 13-16)

The project is managed by the Project Manager, who is responsible for ensuring that the project is completed on time and within budget.

The project team consists of several members, each with specific responsibilities. The team is working closely together to ensure the success of the project.

The project is a high-priority initiative for the organization, and it is expected that it will have a significant impact on the company's performance.

The project is being implemented in a phased manner, allowing for a gradual rollout and minimizing disruption to the organization's operations.

The project is being monitored closely, and regular progress reports will be provided to the management team.

The project is a key strategic initiative for the organization, and it is expected that it will contribute significantly to the company's long-term success.

The project is being implemented in a controlled manner, ensuring that all risks are identified and managed effectively.

The project is a critical component of the organization's strategic plan, and it is essential that it is completed successfully.

The project is being implemented in a structured manner, following best practices for project management.

The project is a high-priority initiative for the organization, and it is expected that it will have a significant impact on the company's performance.

Actions Required: Maintain code enforcement and establish housing rehabilitation monitoring program.

Time Frame: Ongoing.

Forty-five percent of the city's housing stock is over forty years old, and the need for minor to moderate rehabilitation on these dwellings increases yearly. A neighborhood monitoring program would avoid possible health hazards, reduce displacement of occupants should dwellings fall into irreversible disrepair, and/or deter the likelihood of tear down and replacement.

Program 2.3: Continue to participate with Santa Clara County in the Federal Community Development Block Grant Program to seek funding to provide housing rehabilitation loans and weatherization services for low and moderate-income households. The City will conduct annual housing condition surveys to determine the extent of rehabilitation need and to prioritize rehabilitation program actions.

Responsibility: City Manager

Actions Required: Develop guidelines for a rehabilitation loan program and weatherization services to low and moderate-income households, and an annual survey of housing conditions.

Quantified Objective: Rehabilitation of 2 moderate-income units

Time Frame: Ongoing

Although the median home price in Monte Sereno is very high, \$1,487,500, there is some housing stock that is affordable to moderate-income households, which can afford to pay \$385,000. Seven units in the City sold for less than \$400,000 from 1999 to 2001.

Program 2.4: To maintain the community's older residential neighborhoods, review on a biannual basis the Capital Improvement Program (CIP) to determine public infrastructure priorities.

Responsibility: City Council
City Manager

Time Frame: Ongoing

Goal 3: Provide housing opportunities to meet the housing needs of all Monte Sereno residents and the City's Regional Housing Needs Allocation.

Policy 3.1: Remove constraints to the production and availability of housing to the extent consistent with other General Plan policies.

Policy 3.2: Expedite the review process, where appropriate, for affordable, below market-rate and special needs housing.

Policy 3.3: Discourage the conversion of older residential uses to higher priced housing.

Policy 3.4: Encourage and facilitate interjurisdictional development of affordable housing.

Program 3.1: Develop a public relations program to publicize the benefits of the City's second unit ordinance.

Responsibility: City Manager

Actions Required: Staff to create brochure and circulate for citywide distribution; quarterly publish promotional articles in appropriate newsletters and newspapers.

Quantified Objective: 4 very low-income units
3 lower-income units
4 moderate-income units

Time Frame: Initiate program by March 2003

The City's second unit ordinance was adopted in 1987. The ordinance could be made more effective as a mechanism for providing affordable housing if the City publicized its existence and benefits.

Program 3.2: Review and amend the secondary dwelling unit ordinance, as necessary, to allow increased flexibility as an incentive to landowners, to remove or mitigate constraints to their development, and to provide additional affordable housing units to meet the City's share of the region's housing needs. The review should include, but is not limited to, an evaluation of increasing the number of occupants allowed per unit, increasing the size limitations, and reducing parking requirements.

Responsibility: City Council
City Manager

Actions Required: Review second dwelling unit ordinance and amend, as appropriate.

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Quantified Objective: 2 very low-income units
1 lower-income unit
1 moderate-income unit

Time Frame: Review and amend by March 2003

Second units provide additional rental housing that is desirable, unobtrusive, and affordable. The current second dwelling unit regulations should be evaluated to determine how additional units could be provided through increased flexibility in the regulations.

Program 3.3: Evaluate and adopt a development fee waiver program for (1) the construction of primary dwelling units when a secondary dwelling unit is included and (2) ~~on~~ the development of a secondary dwelling unit to an existing primary residence, as a means of promoting the development of second units, which are made available as rentals. ~~Develop a mechanism to monitor rental availability and affordability.~~

Responsible Agency: City Council
City Manager

Actions Required: City Staff to evaluate and make recommendations regarding reductions in development fees for secondary dwelling units and ~~develop a monitoring mechanism to track the rental and affordability of the units.~~

Quantified Objective: 4 very low-income units
1 lower-income unit
2 moderate-income units

Time Frame: Complete by March 2003

Program 3.4: The City will develop a system to track and monitor the availability and affordability of secondary dwelling units as rental units. On an annual basis, the City will compare the results of the tracking system with its regional housing needs allocation (RHNA) for very low, lower, and moderate-income families. If the RHNA is not being met, the City will develop alternate strategies for addressing the housing needs of very low, lower, and moderate-income families.

Responsible Agency: City Council
City Manager

Actions Required: Development of a monitoring system to track the rental and affordability of secondary dwelling units.

Time Frame: Complete by June 2003

Program 3.54: Evaluate existing development review procedures and determine ways to reduce the time and associated development costs for very-low, lower, and moderate-income housing.

Responsible Agency: City Council
City Manager

Actions Required: City Staff to evaluate and make recommendations regarding the City's development review procedures; review, approval and implementation by City Council.

Time Frame: Complete by June 2003

Program 3.65: Investigate concepts and funding sources for a rental assistance and/or homeownership assistance program, such as rental payment support, mortgage assistance payments and down payment assistance. Once identified, the City will work with non-profit and for-profit developers to promote regional solutions to housing problems and County housing programs.

Responsibility: City Council
City Manager

Actions Required: City Staff to research and develop a homebuyer and/or rental assistance program; review and approval by City Council

Quantified Objective: 2 moderate-income units

Time Frame: Work on this program to begin by March 2003

The City shall explore the possibility of providing financial assistance to people who cannot afford to buy or rent a home at current market rates. High priority should be given to those who work in the City, but cannot afford the cost of housing. This includes public sector employees, such as, teachers, police officers and those who work in City government. Other potential target groups are first-time homebuyers of lower- and moderate-income levels, and large families. Possible programs include mortgage assistance payments, down payment assistance, equity sharing and methods to subsidize the cost of land.

Program 3.76: Evaluate and apply for available State and Federal funds and encourage the use of private financing mechanisms to assist in the rehabilitation and preservation of moderate-income housing.

Responsibility: City Manager

Actions Required: Research Federal and State funding programs, and private financing mechanisms; apply for and pursue appropriate housing funds when they become available.

Quantified Objective: 2 moderate-income units

Time Frame: 2003 and ongoing

Program 3.87: Prepare an annual report to the City Council which describes the amount and type of housing activity tied to an updated summary of the City's housing needs.

Responsibility: City Manager

Actions Required: City staff will, as required by state law, provide a report to the city council on the progress that has been made toward achieving the City's housing goals.

Time Frame: 2003 and Ongoing

Program 3.98: Work with neighboring jurisdictions, nonprofit developers, and advocacy groups in the Santa Clara County area to increase the opportunity to jointly develop affordable housing. This cooperative effort will include an investigation of regional housing needs and opportunities and consideration of the development of affordable housing in the City.

Responsibility: City Council
City Manager

Actions Required: Investigate affordable housing needs and opportunities in neighboring communities. Provide support to regional agencies and organizations dedicated to local housing issues, such as the Housing Authority of Santa Clara County and the Housing Trust Fund of Santa Clara County.

The City has supported regional efforts to provide more affordable housing. Recently, Monte Sereno donated \$15,000 to the Santa Clara County Housing Trust Fund.

Time Frame: Ongoing

Program 3.109: Review the Zoning Ordinance and Building Code to identify provisions that could pose constraints on the development of housing for persons with disabilities, and amend the ordinance, as needed, for compliance with federal and State fair housing laws that protect people with disabilities, such as SB 520, the Americans with Disabilities (ADA) Act, and group homes. For example, the

Health Insurance / **Health Insurance and Health Insurance Coverage and Access**
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Zoning Ordinance should be reviewed to ensure that it does not deny housing based on the disability of the residents, impose special restrictions on disability related services, or characterize congregate living arrangements as a business.

Responsibility: City Council
City Manager

Actions Required: Review Zoning Ordinance and amend, as appropriate.

Time Frame: January 2003~~2~~

Program 3.110: Adopt an ordinance that complies with State density bonus law (Government Code Section 65915) to facilitate the economic feasibility of affordable housing development.

Responsibility: City Council
City Manager

Actions Required: Density Bonus Ordinance.

Time Frame: Adopt an ordinance by January 2003

Program 3.121: Evaluate the fiscal impacts of annexing parcels suitable for residential development in the sphere of influence. This evaluation should be confined to areas that are surrounded by urban development and have access to services. The City will~~And~~ initiate the annexation of those parcels within the planning period, as necessary, to meet the Regional Housing Needs Allocation. As noted in Table 4 on page 13, the City has approximately 11 acres in its sphere of influence suitable for housing. Given the current zoning of one to four units per acre on these parcels, the additional dwelling unit capacity is 20 units. However, in~~addition,~~ the City will explore higher density uses on annexed parcels to facilitate the development of housing for low and moderate-income households.

Responsibility: City Council
City Manager

Actions Required: Evaluation annexation of parcels in the sphere of influence for annexation and initiate annexation, as necessary.

Time Frame: 2003 and ongoing

Goal 4: Assure equal housing opportunities for all households in the City.

Policy 4.1: Work to ensure that individuals and families seeking housing in Monte Sereno are not discriminated against on the basis of age, sex, family structure, national origin, or other arbitrary factors

Program 4.1: Cooperate with and support efforts of organizations dedicated to working toward elimination of discrimination in housing.

Responsibility: City Manager

Actions Required: Provide information as needed by housing organizations.

Time Frame: Ongoing

Program 4.2: Promptly address complaints of discrimination in the sale, rent, and development of housing in Monte Sereno.

Responsibility: City Manager

Actions Required: Develop and implement a "discrimination complaint procedure".

Time Frame: Ongoing

The City shall maintain a procedure in which discrimination complaints, if any, will be received, investigated and referred to the appropriate authority. A list of local resources will be compiled. This program will be advertised in local newspapers and flyers posted at City Hall.

Goal 5: Encourage energy conserving practices in the maintenance of existing dwellings and in new residential development.

Policy 5.1: Encourage energy conservation practices for new and existing residential dwellings.

Program 5.1: Enforce the State's Energy Conservation Standards for new residential construction and additions to existing structures.

Responsibility: Building Official

Actions Required: Implement during site development review process

Time Frame: Ongoing

Program 5.2: Encourage innovative designs to maximize passive energy efficiencies.

Responsibility: City Manager

Figure 1. The relationship between the number of children and the number of children who are in the labor force.



Figure 2. The relationship between the number of children and the number of children who are in the labor force, conditional on the number of children who are in the labor force.



Figure 3. The relationship between the number of children and the number of children who are in the labor force, conditional on the number of children who are in the labor force, and the number of children who are in the labor force.

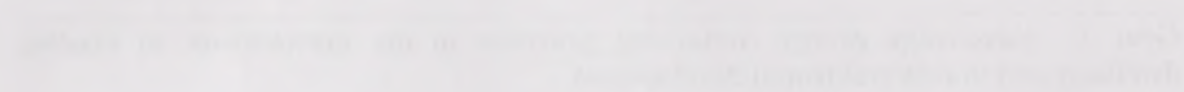


Figure 4. The relationship between the number of children and the number of children who are in the labor force, conditional on the number of children who are in the labor force, and the number of children who are in the labor force.

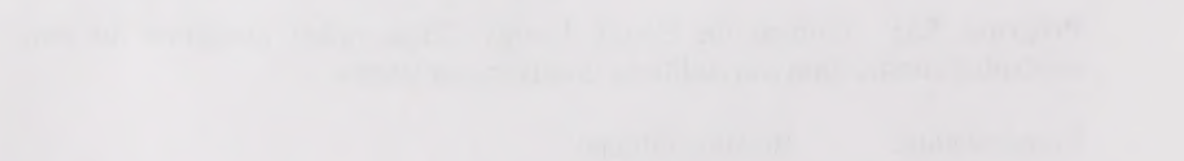
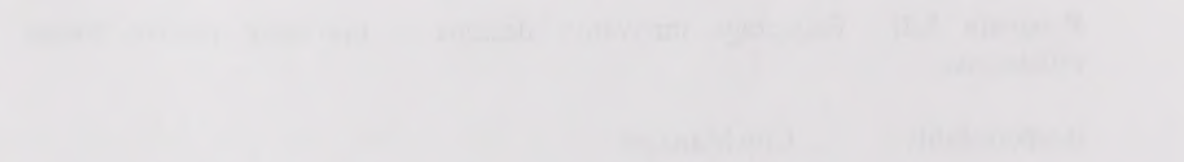


Figure 5. The relationship between the number of children and the number of children who are in the labor force, conditional on the number of children who are in the labor force, and the number of children who are in the labor force.



Actions Required: City Staff to study design approaches and make recommendations to the City Council

Time Frame: Ongoing

Program 5.3: Disseminate relevant information to the public regarding energy conservation, and support efforts by public utilities to encourage home conservation practices.

Responsibility: City Manager

Actions Required: Provide information to the public regarding energy conservation

Time Frame: Ongoing

Goal 6: Encourage and support public participation in the formulation and review of the City's housing and development policies.

Policy 6.1: Provide active leadership in implementing the policies and programs contained in the Housing Element.

Table 9
Summary of Programs and Quantified Objectives

Programs	Income Categories			Total
	Very Low	Lower	Moderate	
New Construction				
2.3	0	0	2	2
3.2	2	1	1	4
3.3	4	1	2	7
Sub-total	6	2	5	13
Rehabilitation				
3.5	0	0	2	2
3.6	0	0	2	2
Sub-total	0	0	4	4
Increased Usage of Existing 2nd Units				
3.1	4	3	4	11
Total	10	5	13	28

the study, the authors found that the most common reason for not using a particular technology was the lack of time to learn it.

Overall, the study found that while many teachers use technology, they often do so in a limited way.

Implications for practice: The findings of this study have several implications for practice. First, it highlights the need for ongoing professional development for teachers in the area of technology integration.

Second, it suggests that school leaders should encourage teachers to experiment with new technologies and share their experiences with colleagues.

Finally, it emphasizes the importance of providing teachers with the time and resources they need to effectively integrate technology into their classrooms.

Conclusion: This study provides valuable insights into the current state of technology use in K-12 classrooms.

While progress has been made, there is still much work to be done to ensure that all students have access to high-quality technology-enhanced learning experiences.

Future research should continue to explore the factors that influence technology use in the classroom and develop strategies to address the challenges identified in this study.

Table 1
Summary of Findings and Recommendations

Category	Findings	Recommendations
Teacher Attitudes	Most teachers have positive attitudes toward technology use.	Provide ongoing professional development to maintain and improve attitudes.
Teacher Knowledge	Teachers have varying levels of knowledge about different technologies.	Offer targeted training and resources to build knowledge.
Teacher Skills	Teachers have varying levels of skills in using technology.	Provide hands-on practice and support to build skills.
Classroom Environment	Classroom environments vary in terms of technology availability and infrastructure.	Invest in infrastructure and create a supportive environment for technology use.
Instructional Practices	Teachers use technology in a variety of ways, from basic word processing to more complex applications.	Encourage innovative and effective uses of technology in instruction.
Student Outcomes	Students who use technology more frequently show higher achievement.	Ensure all students have access to technology and opportunities to use it.
Barriers to Use	Time, resources, and lack of training are common barriers.	Address these barriers through policy, funding, and support.

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ARTICLES

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APPENDICES

Appendix A: Secondary Dwelling Unit Survey **2001**

As required by state law, Monte Sereno recently initiated the process to update the 1995 Housing Element of the General Plan. Based on information provided by the California Department of Housing and Community Development (HCD), the Association of Bay Area Governments has allocated the City its "fair share" of the projected housing need by income level. Using the information, the City must update its housing element for a five-year planning period and submit it to HCD for approval. The deadline for submittal of Monte Sereno's Housing Element to HCD is December 31, 2001.

The following survey is intended for analysis purposes only. The results will only be used to support the long term housing strategy of the City in its submission to the state. All names and addresses will be kept strictly confidential. If you have any questions or concerns regarding this survey please do not hesitate to contact the City at 354-7635.

This survey is essential to accurately reflect the current conditions within the City. Your cooperation in completing the survey is therefore of utmost importance. The City appreciates your cooperation in completing and returning this survey prior to November 30, 2001

A Secondary Dwelling Unit, as defined by the State, is a self-contained dwelling with all of the following:

- a) Its own entrance
- b) A cooking facility
- c) A bathroom
- d) Not exceeding 1000 sq. ft. floor area

It may be either attached to the main building, or separate from it.

1.) Approximately how many sq. ft. is your secondary unit?

- A.) Under 700 square feet
- B.) Over 700 square feet

APPENDIX

Appendix A: Summary of Findings

Page 1

The first finding is that the majority of respondents (75%) reported that they had experienced at least one incident of harassment or discrimination in the workplace. This finding is consistent with previous research which has shown that workplace harassment and discrimination are widespread problems. The second finding is that the majority of respondents (65%) reported that they had experienced at least one incident of harassment or discrimination in the workplace. This finding is consistent with previous research which has shown that workplace harassment and discrimination are widespread problems. The third finding is that the majority of respondents (55%) reported that they had experienced at least one incident of harassment or discrimination in the workplace. This finding is consistent with previous research which has shown that workplace harassment and discrimination are widespread problems.

The fourth finding is that the majority of respondents (45%) reported that they had experienced at least one incident of harassment or discrimination in the workplace. This finding is consistent with previous research which has shown that workplace harassment and discrimination are widespread problems. The fifth finding is that the majority of respondents (35%) reported that they had experienced at least one incident of harassment or discrimination in the workplace. This finding is consistent with previous research which has shown that workplace harassment and discrimination are widespread problems. The sixth finding is that the majority of respondents (25%) reported that they had experienced at least one incident of harassment or discrimination in the workplace. This finding is consistent with previous research which has shown that workplace harassment and discrimination are widespread problems.

The seventh finding is that the majority of respondents (15%) reported that they had experienced at least one incident of harassment or discrimination in the workplace. This finding is consistent with previous research which has shown that workplace harassment and discrimination are widespread problems. The eighth finding is that the majority of respondents (5%) reported that they had experienced at least one incident of harassment or discrimination in the workplace. This finding is consistent with previous research which has shown that workplace harassment and discrimination are widespread problems. The ninth finding is that the majority of respondents (0%) reported that they had experienced at least one incident of harassment or discrimination in the workplace. This finding is consistent with previous research which has shown that workplace harassment and discrimination are widespread problems.

The tenth finding is that the majority of respondents (0%) reported that they had experienced at least one incident of harassment or discrimination in the workplace. This finding is consistent with previous research which has shown that workplace harassment and discrimination are widespread problems. The eleventh finding is that the majority of respondents (0%) reported that they had experienced at least one incident of harassment or discrimination in the workplace. This finding is consistent with previous research which has shown that workplace harassment and discrimination are widespread problems. The twelfth finding is that the majority of respondents (0%) reported that they had experienced at least one incident of harassment or discrimination in the workplace. This finding is consistent with previous research which has shown that workplace harassment and discrimination are widespread problems.

at 10:00 AM
21. A. 10:00 AM
at 10:00 AM
at 10:00 AM

The following table shows the results of the survey.

Table 1: Summary of Findings

at 10:00 AM
at 10:00 AM

- 2.) Is the unit...
 - A.) Attached to your main house?
 - B.) Detached from the main house?
- 3.) How old is the unit?
 - A.) Built before 1965
 - B.) Built between 1965 & 1989
 - C.) Built after 1989
- 4.) Is the unit occupied?
 - A.) Yes (if answered "yes" proceed to question #5)
 - B.) No (if answered "no" ignore question #5 and go to #6)
- 5.) What is the monthly rent of the unit?
 - A.) Under \$750
 - B.) \$751 - \$1000
 - C.) \$1001 - \$1500
 - D.) \$1501 - \$2000
 - E.) Over \$2000
- 6.) If you are renting your unit, is it rented to an elderly person (over 65 years of age)?
- 7.) If you are not renting your unit, would you consider renting it in the future?
- 6.) If you aren't currently renting the unit, what would you expect to charge if you did?
 - A.) Under \$750
 - B.) \$751 - \$1000
 - C.) \$1001 - \$1500
 - D.) \$1501 - \$2000
 - E.) Over \$2000



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1. The author

A) ...
B) ...

2. The author

A) ...
B) ...
C) ...

3. The author

A) ...
B) ...

4. The author

A) ...
B) ...
C) ...
D) ...
E) ...

5. The author

A) ...
B) ...

6. The author

A) ...
B) ...
C) ...
D) ...
E) ...